

## **ABOUT EXCELA HEALTH – IMPROVING THE HEALTH AND WELL-BEING OF EVERY LIFE WE TOUCH**

Excelsa Health, the leading health care provider and the largest employer in Westmoreland County, brought together three hospitals in 2004 – Westmoreland Hospital in Greensburg, Frick Hospital in Mount Pleasant and Latrobe Hospital in Latrobe and in 2008 acquired Jeannette District Memorial Hospital — with the goal of serving as a regional health care system that embodies high quality, accessibility and advanced technology locally. More to the point, Excelsa Health seeks to live its mission of “*Improving the health and well-being of every life we touch*” couched in values known as the Excelsa Way. Evidence of those ideals can be found in the events of fiscal year 2020, with the addition of new concepts, services and technologies while, at the same time, garnering recognition for its efforts from national, regional and local organizations. In all cases, the resulting programs, services and awards benefitted the area’s citizenry and demonstrated a focus on quality measures, further enhancing the way Excelsa Health provides care. Perhaps more important is the continuing addition of highly trained physicians, nurses and health care professionals. Together, management, the Board of Trustees and medical staff collaborate diligently, and thoughtfully, to provide outstanding care to this region. At Excelsa Health the extraordinary is embraced as routine by the 4,347 employees, 493 physicians, 242 allied health professionals, 24 family medicine residents and 653 volunteers and auxiliaries who are the bedrock of the health system.

As a Pennsylvania nonprofit corporation described under section 501(c)(3) of the Internal Revenue Code of 1986, Excelsa Health was originally incorporated as such effective July 1, 1984, previously known as Southwest Health System, then Westmoreland Health System, followed by Westmoreland Latrobe Health Partners and, finally, Excelsa Health. In addition to its hospitals, Excelsa Health encompasses other health-related subsidiaries and continues to expand as the needs of the community demand.

The following community benefit report represents the 2020 fiscal year, July 1, 2019 to June 30, 2020, and it reflects Excelsa Health’s efforts to showcase the spectrum of in-kind contributions, activities and programming offered to residents of Westmoreland County. In the midst of the Coronavirus pandemic that swept across the nation beginning in March 2020, Excelsa Health was able to accomplish numerous initiatives to improve safety, quality, accessibility, awareness, education, and assessment of health care services available within the health system.

### **QUALITY EFFORTS**

#### **The Magnet Journey and Nurse-Led Initiatives**

Excelsa Health continues to believe its success is rooted in safe and efficient patient-centered care driven by value-based behaviors. The embodiment of this belief is all the more amplified through national Magnet recognition for excellence in nursing, collaboration across multidisciplinary teams and exceptional patient care.

Excelsa Health has traveled the long road to Magnet status for years, and in 2019 the health system was informed that the countless hours, efforts and commitment from its health care staff resulted in the ultimate achievement: Excelsa Health is officially accredited and recognized as a Magnet-designated health care organization by the American Nurses Credentialing Center (ANCC). This designation recognized that the organization is among the very best in the country, outperforming national benchmarks in quality and safety. The designation also confirmed that as an interprofessional team, Excelsa Health is one of only eight percent of the nation's 6,300 hospitals to carry the prestigious recognition. Furthermore, Excelsa Health is also the final health care system to be grandfathered into system recognition upon initial application for Magnet recognition. Excelsa Health Westmoreland, Latrobe and Frick hospitals will have the opportunity to apply for credentialing every four years to maintain Magnet accreditation.

The Commission on Magnet also identified several exemplars from written narratives. An exemplar is "a concept, practice or program worthy of imitation".

#### **#1 CLINICAL NURSE INVOLVEMENT IN COMMUNITY HEALTH CARE OUTREACH:**

**FOOD BACKPACKS** | Nurses serving on the Professional Image Committee at Excelsa Health established a program to provide backpacks of food to hungry children in a local school district. This program provides food for 52 percent of the children in the community. Each backpack contains \$30 worth of food. Annually, the organization supports 900 nursing hours to pack the bags, which amounts to approximately \$23,400 per year.

**RAISING FUNDS FOR PANCREATIC CANCER** | Eight nurses on the GI/Endo unit held fundraising events raising \$50,000 over the course of five years for pancreatic cancer research in memory of a colleague who died of pancreatic cancer.

**EXCELA'S FAMILY ADDITIONS MATERNITY CENTER** | Forty-two Excelsa registered nurses volunteered over three years in collaboration with the Westmoreland/Frick Hospital Foundation to raise funds on behalf of the health system's Family Additions Maternity Center. As Planning Committee members, the nurses worked to host Black Tie events, which raised \$270,000 for the purchase of resources. Their efforts also provided an opportunity to showcase the Center and its Special Care Nursery to more than 1,000 community guests and supporters of the events.

#### **#2 NURSES PARTNER WITH PATIENTS AND FAMILIES TO DEVELOP AN INDIVIDUALIZED PLAN OF CARE TO BENEFIT THE PATIENT:**

**REHAB** | The discussion of rehabilitation placement for an elderly gentleman post cerebrovascular accident (CVA) transpired between the patient, rounding team and patient's wife.

**GROCERIES** | In preparing for discharge, nurses bought a two-week supply of groceries for an elderly gentleman with limited resources and sent them home with him in a transport vehicle.

**PACEMAKER** | An elderly woman in the Pacemaker Clinic had extreme difficulty setting up her device. A nurse went to her home and helped her personally and left written instructions.

**AMA** | Patients were leaving the hospital against medical advice (AMA) due to concerns for their pets. Nurses worked with a local animal shelter to create “Hospaws”, a program providing care for pets while owners are hospitalized.

### #3 AN IMPROVEMENT THAT RESULTED FROM AN INNOVATION IN NURSING:

**NURSING PROFESSIONAL PRACTICE EVALUATION COMMITTEE** | The creation of a committee to oversee the process of promoting professional education and professional development without punitive implications assures the evaluation actually occurs. The Nursing Professional Practice Evaluation (NPPE) Committee process was designed to support nurse autonomy and accountability with a goal of tracking, trending and improving adverse patient safety events. The NPPE Committee is courageous, cutting edge and effective in improving outcomes. Each case reviewed provides an opportunity for the Committee to impact patient outcomes. Nurses were empowered to provide evidence-based practice solutions while collaborating with interdisciplinary colleagues. The NPPE Committee is unique and has not been adopted by other organizations in Pennsylvania or the nation. Committee members presented the steps to formation and implementation at the American Organization of Nurse Executives, and they are in the process of publishing. Between 2014 and 2018, the NPPE Committee reviewed 1,713 events -- top three themes were medication errors, (n=534, 39.4 percent), protocol deviations (n=366, 27 percent) and clinical practice deviations (n=210, 15.5 percent). An innovative, impressive and effective process, the NPPE Committee drives improved outcomes.

The Magnet journey and successful designation resulted in a shift in nursing focus from structure and process to one that put, at the forefront, indicators for clinical quality, patient satisfaction and the overall nursing environment. We no longer simply examine “what we do.” Now, we ask, “What difference have we made?”

Magnet designation is a road map for nursing excellence. It is not a “prize” or an “award.” Rather, it is a performance-driven recognition credential that was earned only after participating in a rigorous and lengthy review process that demonstrated qualitative and quantitative evidence regarding patient care and outcomes.

Prior to and following the December 2019 Magnet designation, Excelsa Health nurses continued on the path toward continuous improvements and excellence through focused efforts in evidence-based practice and improvements in clinical outcomes and measures to enhance patient satisfaction. Nursing teams led research initiatives to advance not only the standards of nursing care at Excelsa Health but also to advance the profession of nursing.

1. Excelsa Health Home Care & Hospice provided access to a continuing education course in July 2019 called *Defining Hope*. This educational series provided information on the rapidly aging population, incalculable challenges and end-of-life care needs that health care and individuals face in the palliative/hospice setting to help bridge the ethical gaps in patient-centered care.

2. ***Nurse Residency Program*** – In fiscal year 2020, 85 nurses entered the Nurse Residency Program. The 24-month, comprehensive program is composed of two phases — Phase One, Year One and Phase II, Year One and Year Two — designed to support the development of the new nurse’s role as a professional, clinician and leader.
3. There were 190 in attendance at the ***5th Annual Evidence-Based Practice and Research Forum: Relationship-Based Care*** in September 2019. Jennifer Burgher Seaman, PhD, RN, Associate Professor, Acute and Tertiary Care at the University of Pittsburgh School of Nursing, was the morning keynote speaker and provided her expertise about her research project at Westmoreland Hospital Intensive Care Unit (ICU) titled “Interdisciplinary Family Meetings in the ICU”. Julia Snickles, BSN, RN, Clinical Nurse, Westmoreland Hospital ICU, co-presented with Dr. Seaman. The following Excelsior Health nurses and team members presented:

Code Noelle—Erika DelRosso, M.Ed., RN, Nurse Resident, Family Additions Maternity

Communication Cards for New Medications — Brynley Shannon, RN, Nurse Resident, Westmoreland Hospital, PCU 1E, and Morgan Dube, RN, Nurse Resident, Westmoreland Hospital, PCU 1E

ABCDEF Bundle - Samantha Nolan, RN, Nurse Resident, Westmoreland Hospital, ICU

Postpartum Depression Screening- Stacey Shankle, MSN, RN, Clinical Nurse, Family Additions Maternity

The Registered Nurses’ Perception of Motivational Interviewing in Home Health Care - Michael Rietscha, DNP, RN, Clinical Nurse, Westmoreland Hospital, 3AB

Hot Topics in Pharmacology: Vancomycin, Opioids and Marijuana - Dean Matanin, PhD, Director, Westmoreland Hospital Pharmacy, and Michael Sekhon, Pharm.D., Manager, Westmoreland Hospital Pharmacy

Nursing Professional Practice Evaluation Committee Outcomes - Rina Piper, BSN, RN, Clinical Nurse Coordinator, Latrobe Hospital, 3N; Bridget Rafferty-Himler, BSN, RN, Clinical Nurse, Westmoreland Hospital, ICU; and Kathleen Rosatti, MSN, RN, Director of Clinical Outcomes, Westmoreland Hospital

Malnutrition and Its Impact - Anita Gallagher, MS, RD, LDN, CNSC, Coordinator, Nutrition Support, Westmoreland Hospital; W. Michael Widmann, MSN, RN-BC, CCRN, Clinical Informatics Coordinator, Westmoreland Hospital; and Cathy Hunter, BSN, RN, Manager, Coding, Optum360

4. **Professional Governance** – Professional Governance offers clinical, professional nurses a voice in decision making to create a positive impact on the quality of patient and family care through a structure of councils, committees and work groups. This model also embraces shared responsibility as nurses facilitate recommendations and make decisions about clinical care, quality improvement and professional nursing practice. Ideas are shared through the Unit-Based Council Spring Showcase and Professional Governance Fall Fair. The councils and committees are:

- *Leadership Council*: provides a means for communication, integration and coordination of the functions of Professional Governance. Associated committees include:

- Shared Governance Committee
- Nursing Professional Practice Evaluation Committee
- Staffing Committee

- *Unit-Based Practice Council*: provides a “voice” for clinical nursing in decision making at the unit level.

- *Unit-Based Primary Care Practice Council*: provides a “voice” for direct care providers in decision making across the primary care offices within the Excelsa Health Medical Group.

- *Professional Development Council*: oversees development, implementation and evaluation of professional, career development programs. Associated committees include:

- Professional Advancement Committee
- Professional Image & Community Partnership Committee

- *Management Council*: oversees the human, fiscal, material, and support resources/services within and affecting the continuing operations of the nursing department. Associated committees:

- Recruitment Committee
- Retention & Recognition Committee

- *Practice Excellence Council*: defines, implements and maintains the highest standards of evidence-based nursing practice with additional committees reviewing subsets of this council. Associated committees include:

- Innovation, Technology & Informatics Committee
- Evidence-Based Practice Committee

- *Advanced Practice Provider Council*: implements those standards of practice defined by the American Nurses Association.

## BEHAVIORAL HEALTH

Oftentimes in the health care world, caring for patients is typically viewed as diagnosis, treatment and prevention of illnesses and ailments present in the physical body. However, patient care encompasses more than the physical; it also includes the psychosocial/emotional aspects of an individual's good health and well-being. The Excelsa Health Behavioral Health team, with services offered at the Latrobe and Westmoreland Hospital campuses, reaches into the community to aid those in crisis. During fiscal year 2020, Excelsa Health Behavioral Health provided the following community services:

1. **The School-Based Mental Health Program** (out of the Latrobe Hospital campus) operates fully functional outpatient clinics in seven Westmoreland County school districts: Derry, Latrobe, Ligonier Valley, Hempfield, Southmoreland, Jeannette and Mount Pleasant. Eleven licensed mental health professionals, a part-time psychiatrist and a nurse practitioner provide services in the school setting. Each school site is licensed by the Pennsylvania Department of Public Welfare Office of Mental Health and Substance Abuse Services (OMHSAS) as satellite clinics of the Latrobe Hospital Child Outpatient Clinic. Currently, there are 558 children in treatment in the school-based program. The program has had to be flexible and innovative during the Coronavirus pandemic. As schools have suspended face-to-face classes or have adopted new learning schedules, the program has begun to offer virtual appointments either via videoconferencing or telephonically.
2. **Nursing Home Support – Mobile Medication Education (MME) and Monitoring program**, based at the Westmoreland Hospital campus, is a community psychiatric nursing program providing in-home/community psychiatric nursing services. The program targets priority populations (an OMHSAS designation) who would otherwise be at risk for state hospital admission as well as serving as the first point of follow up for individuals discharged from state hospitals. Since the number of individuals being discharged from state hospitals has slowed, we are now working with acute care mental health inpatient units to identify individuals who have had multiple psychiatric admissions to provide additional support to assist them in the community. There are nine registered nurses and one aide attached to this program, which is licensed by the Pennsylvania Department of Public Welfare Office of Mental Health and Substance Abuse Services (OMHSAS) as a satellite of the Westmoreland Hospital Outpatient Clinic. In fiscal years 2019-2020, 116 individuals were served in the MME program. The MME program is offering virtual appointments as well as face-to-face appointments. The Excelsa Health Behavioral Health team has been engaged in educating consumers in safety and wellness strategies to protect themselves and others during the pandemic.
3. The **Crisis Response Center (CRC)**, located on the Westmoreland Hospital campus, was developed to provide an alternative to emergency room treatment for individuals in psychiatric crisis.

Combined with the Excelsa Health Emergency departments, the Excelsa Health Behavioral Health team sees approximately 3,600 individuals in some form of psychiatric crisis each year; at least 60 percent do not meet the criteria for inpatient admission and are discharged from the Emergency department into the community. As the Behavioral Health team has seen a significant increase in individuals suffering from substance use disorders (SUD), they have developed a “Warm Hand Off” process, which enables drug and alcohol case managers from our Single County Authority SPHS to come and meet with individuals with SUD, who present in crisis. This program facilitates a rapid level of care assessment and linkage to the appropriate level of treatment, while the individual is engaged and motivated to receive help. The program has been successful in helping individuals receive treatment more quickly and sometimes “door-to-door” linkage is achieved.

The Crisis Response Center is independently licensed by the Pennsylvania Department of Public Welfare Office of Mental Health and Substance Abuse Services (OMHSAS) and is attached to the Behavioral Health psychiatric outpatient clinic. The Crisis Response Center provided services to 1,030 individuals this year. Additionally, consultation services were provided to 1,527 individuals who were experiencing psychiatric emergencies in the emergency rooms throughout the health system.

4. Behavioral Health operates a seven-week summer camp, called **Camp Focus**, which serves children from the Latrobe, Derry, Mount Pleasant, Hempfield and Ligonier Valley school districts. The camp offers an alternative for school-age children, so mental health treatment, growth and learning can continue during the summer season to apply and refine skills developed throughout the year. During fiscal year 2020, it was necessary to cancel the camp on account of social distancing guidelines and the unavailability of the school buildings due to the Coronavirus pandemic.

The Behavioral Health staff members also provide various trainings, in-services and consultations, including quarterly presentations to the Bariatric Surgery support group and an annual Children’s Wellness Symposium.

#### **EXCELA CAREGIVERS OF SOUTHWESTERN PA**

CareGivers is a separate, nonprofit 501(c) (3) organization, operated as a subsidiary of Excelsa Health and under the direction/supervision of the director of Behavioral Health. As members of the United States Psychiatric Rehabilitation Association (USPRA), the CareGivers recovery programs are nationally renowned as models of best practice and evidence-based implementation in the operation of peer driven, patient-centered programming. CareGivers is the largest community-based recovery program in southwestern Pennsylvania.

CareGivers is located at 1037 Compass Circle, Suite 102, Greensburg, Pa., and all programs are independently licensed by the Pennsylvania Department of Public Welfare Office of Mental Health and Substance Abuse Services (OMHSAS) and accredited by USPRA. Additionally, the Clubhouse is accredited by the International Coalition for Clubhouse Design (ICCD), a Swedish-based organization that oversees fidelity to the evidence base of the Clubhouse model in the United States. The individual programs are:

## **Clubhouse**

The Clubhouse is a member-driven body where members and staff work side by side in a number of social, educational and vocational rehabilitation programs. It serves individuals who have reached a point in their recovery where they are ready to resume the path they were on prior to the acute stage of their illness. It provides educational counseling and supportive services for individuals seeking to return to high school or college and operates both a Transitional Employment Program and a Supportive Employment Program. The Clubhouse currently serves 35 active clients. Each of these individuals has developed their own person-centered plan which charts their personal course to wellness. Due to the Coronavirus pandemic, it was necessary to close the program to face-to-face visits and transition to the Cisco WebEx videoconferencing platform. Later on, the team was able to develop a hybrid model where some people attend in person and others participate via the WebEx platform.

## **Psychiatric Rehabilitation**

The mission of Westmoreland Psychiatric Rehabilitation is to promote a system of integrated and holistic services to support mental health recovery, so that individuals with mental illness are able to achieve success and satisfaction in the living, working, learning and social environments of their choice. This is accomplished through psychoeducation, skill acquisition and social networking. Psychiatric Rehabilitation is a group, therapy-based day program run by recovering consumers in conjunction with mental health professionals. The Psychiatric Rehabilitation program provides 15 psychoeducational and skill development groups each week. The group setting facilitates a sharing of experiences and provides support for the individuals on their journey to recovery. The program currently serves approximately 40 consumers. The team is currently offering a hybrid model of virtual and face-to-face person groups while adhering to all CDC and PA Department of Health guidelines.

## **Mobile Psychiatric Rehabilitation**

Mobile Psychiatric Rehabilitation is the smallest of the CareGivers programs with one practitioner assigned to it. This program provides more individualized support and rehabilitative opportunities and serves as a transitional service to consumers not yet ready for the open issue identification that occurs in the group-based Psychiatric Rehabilitation programs. There are currently nine individuals participating in this program.

## **West Place Drop-In Center**

West Place is a member-governed, social gathering place offering an environment in which consumers can interact socially and become involved in advocacy and community service opportunities. Membership in the program provides opportunities for networking, fosters acceptance and mitigates the isolation felt by so many individuals with mental illness who are engaged in the recovery process.

West Place provides a sense of community and serves almost 400 meals each month to its members. Currently, there are 67 members in the program. By partnering with the local food bank, the program offers a nutritious, well-balanced meal at a nominal cost. In 2020, this program was significantly impacted by the Coronavirus pandemic, closing for a brief period of time and opening virtually.



Due to the social nature of the program, this was a tremendous challenge. The program continues to have up to 10 individuals attend each evening.

## **SAFETY EFFORTS**

Excelsa Health is always keenly aware of employee and patient safety as evidenced by the following programs undertaken in fiscal year 2020:

The Excelsa Health Safety and Occupational Health department presents **annual safety fairs** that are open to all Excelsa Health employees. These events present the different safety measures and programs in place to ensure the safety of Excelsa Health staff, patients and visitors. The safety fairs cover a range of topics, including Needle Safety (Blood and Body Fluid Exposures), Personal Protection Equipment, Slips, Trips and Falls, Fire Safety, Infection Control, Employee Wellness, Patient Safety and more.

In 2020, the annual safety fairs were held virtually due to the Coronavirus pandemic. All employees were given the chance to enter a weekly drawing by completing a weekly “puzzle” challenge. The puzzles covered four topics: Slips/Trips and Falls, Safety/Life Safety, Finding Safety Issues, and Blood and Body Fluid Exposures. The average weekly entries amounted to 321.

Throughout the year, the Safety and Occupational Health department distributes communication and resources related to workplace safety initiatives and how employees can practice mindful safety habits in their daily work routines. Department safety officers are invited to participate in quarterly safety breakfasts to learn and share about the climate of safety at Excelsa Health and upcoming safety programs planned to be implemented across the health system.

Safety newsletters and memos are also a means of communication to safety officers, providing opportunities to relay teachable moments to staff during departmental and unit daily meetings. In fiscal year 2020, topics such as workplace complacency, common workplace hazards and workplace violence were addressed as part of the Be In the Moment employee safety messaging

## **FOR OUR EFFORTS ...**

*... in Quality, Safety and Care Provision, Excelsa Health Was Recognized Through the Following Awards and Accolades:*

1. Excelsa Health is recognized as a **System Magnet®-designated health care system** by the American Nurses Credentialing Center (ANCC) Magnet Recognition Program®. This achievement is an expression of the outstanding, quality patient care and teamwork Excelsa Health exemplifies day in and day out.

2. Excelsa Westmoreland Hospital received recognition as a **Best Regional Hospital-Pittsburgh** by *U.S. News and World Report* for 2019-2020, demonstrating excellence in the areas of knee replacement, heart failure and COPD treatment.
3. The Excelsa Health Heart Center achieved **Mission: Lifeline STEMI Receiving Center** certification on June 30, 2017, which expired June 29, 2020, through the American Heart Association and the American College of Cardiology Accreditation Services. Receiving Center accreditation identifies hospitals with the capabilities to provide comprehensive ST elevation myocardial infarction (STEMI) care, including 24/7 percutaneous coronary intervention (PIC). Hospitals and health care organizations receiving these accreditations follow stringent guidelines, including coordination with EMS and referral centers, participation in a multidisciplinary team, continuing education, and data collection, among others.
4. The National Association for Business Resources has named **Excelsa Health among the “Nation’s Best and Brightest in Wellness®” in 2020 for the fourth straight year**. The program honoring companies and organizations recognizing and celebrating quality and excellence in employee and worksite health, is administered by SynBella, the nation’s leading wellness systems firm. Winning companies were evaluated by an assessment and examined statistically for quantitative data and based on criteria to benchmark and improve wellness program effectiveness. Those criteria include outcomes, analysis and tracking, participation and incentives, benefits and programs, leadership, employee input, culture and environment.
5. The **Excelsa Advanced Vein Center** is **one of only seven IAC accredited vein center sites** in the state of Pennsylvania. The Intersocietal Accreditation Commission (IAC) accredits imaging facilities and hospitals specific to superficial venous treatment and management. IAC accreditation is a means by which facilities can evaluate and demonstrate the level of patient care they provide.
6. Highmark Blue Cross Blue Shield continues to recognize Excelsa Health as a **Blue Distinction Center Plus<sup>sm</sup>** for knee and hip replacement, cardiac care, maternity care, and bariatric surgery care as part of the Blue Distinction Center for Specialty Care<sup>®</sup> program. The designation is given to hospitals who are shown to deliver quality specialty care based on objective, transparent measures for patient safety and health outcomes that were developed with input from the medical community.
7. Excelsa Health hospitals – Frick, Latrobe and Westmoreland – have been designated as **Primary Stroke Centers** by the Joint Commission and recognized by the Department of Health for exceeding national standards for quality patient care. To earn accreditation, the Excelsa Health hospitals have demonstrated proficiency in the prevention and early management of stroke and transient ischemic attack (TIA) symptoms based on guidelines established by the American Heart Association/American Stroke Association for health care professionals.

8. Excelsa Westmoreland, Latrobe and Frick Hospitals were recognized in 2020 for their status as **Get With The Guidelines®** awardees by the American Heart Association and the American Stroke Association. Westmoreland and Latrobe Hospitals both received the **Get With The Guidelines® Stroke Gold Plus** award, and Frick Hospital received the **Get With The Guidelines® Stroke Silver Plus** award. These achievements are based on Excelsa Health's use of the most up-to-date, evidence-based treatment guidelines to improve patient care and outcomes.
9. Excelsa Latrobe Hospital was named a **2019 recipient of the Bernard A. Birnbaum, MD, Quality Leadership Award by Vizient®, Inc.**, as a top Complex Care Medical Center. This award is granted annually to comprehensive academic medical centers, large, specialized complex care medical centers and community-based medical centers exhibiting top-quality performance as measured by the Vizient® Quality and Accountability Ranking program.
10. **Excelsa Health WORKS**, the system's occupational medicine program, received certification from the National Association of Occupational Health Professionals (NAOHP). Starting in 2017, three-year certification is considered the industry's gold standard of outstanding occupational health practices for the delivery of quality health care services to the workforce in the community. The NAOHP is the premier professional organization for occupational providers and clinics. It provides benchmarks, standards and best practice consultation nationwide with services evaluated on administration, operational framework, staffing processes, quality assurance, product line development, and sales and marketing. The NAOHP surveyor noted that the program has "a highly committed staff that work wonderfully as a team for patient and client company excellence ... There are many aspects of practice that truly set it apart".

Just as Excelsa Health cares for its patients, so too, does it place a premium on the health and well-being of its workforce.

1. For the sixth consecutive year, Excelsa Health has been recognized as a **Healthiest 100 Workplace in America**, an awards program presented by Healthiest Employer, LLC. In 2019, Excelsa Health was ranked 86 out of 100. About 10,000 employers nationally applied for the award. Excelsa Health continued its recognition as one of the "**Healthiest Employers of Western Pennsylvania**", which in 2019, marked the eighth consecutive year in achieving the designation.

## **COMMUNITY HEALTH NEEDS ASSESSMENT**

As part of the Patient Protection and Affordable Care Act of 2010, nonprofit hospitals are required to complete a community health needs assessment (CHNA) survey every three years. An implementation plan must be adopted to address the identified needs and compliance with this requirement. The purpose of the CHNA process is to improve community health through utilization of a model that integrates health system planning with public health and community planning.

A community health needs assessment must include a description of the community, a description of the process and methods to conduct the assessment and other collaborating agencies involved in the process, a description of how the hospital considered input from persons who represent the broad interests of the community, and a description of the health care facilities and other resources within the community available to meet the community health needs identified in the community health needs assessment. If a hospital has more than one facility, a separate report and implementation strategy must be completed for each facility. Once the CHNA is completed, it must be made available widely to the public by posting it on the facility's website and must be easily downloadable from the website. For an updated copy of Excelsa Health's 2019 Community Health Needs Assessment, visit [www.excelahealth.org](http://www.excelahealth.org), search **Community Health Needs Assessment**.

## **EQUIPMENT, SERVICE AND TECHNOLOGY UPDATES**

Excelsa Health invested in a variety of capital projects in fiscal year 2020 from seasonal roof protection and concrete and asphalt paving for parking lots and sidewalks for campus properties to the creation of more than 170 negative air pressure patient rooms throughout the system. By way of system-wide equipment and service enhancements, Excelsa Health also committed monies toward several vital service additions for each of its hospitals and select outpatient centers:

<b>Westmoreland</b>	<b>FY2020</b>
Omega EP Flat Panel Upgrade	\$765,975
Westmoreland Hospital Cysto Table	\$385,802
Stryker Drills/Saws	\$317,981
Emergency Department Stretchers	\$272,521
Telemetry Monitors	\$191,531
Westmoreland Hospital Ultrasound Unit	\$176,919
Westmoreland Hospital Emergency Department Stretchers	\$144,276
Westmoreland Hospital Pharmacy Hazardous Drug Storage Room	\$103,471
Mediastinoscope	\$75,481
Specialty Care Nursery Ventilators	\$66,384
Norwin OR/GI Sterilizer	\$59,385
Bovie Pads	\$52,495
Impella RP	\$50,275

<b>Latrobe</b>	<b>FY2020</b>
Latrobe Hospital da Vinci Xi Surgical Robot	\$1,391,638
Excelsa Square Latrobe Mammography Unit	\$455,053
Excelsa Square Ligonier Ultrasound	\$127,802
Latrobe Hospital Emergency Department Stretchers	\$80,567

Mammography Paddles	\$66,950
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<b>Frick</b>	<b>FY2020</b>
Frick Hospital Emergency Department Stretchers	\$160,307
Frick Hospital C-Arm	\$154,028
Frick Hospital Emergency Department Ventilators, V60's, & Heater Unit	\$134,758
Frick Hospital Washer	\$66,928

The largest hospital in the system, **Excelsa Westmoreland Hospital** invested in multiple equipment, tools and technology enhancements in fiscal year 2020 for emergency, surgical, imaging, cardiac, pharmacy, and maternity and obstetrics services housed at the campus. Projects for fiscal year 2020 included MRI and CT replacement and finish upgrades, transcatheter aortic valve replacement (TAVR) build-out in the Heart and Vascular Center (in progress), nursing station upgrades, Emergency Department Ballistic Entrance and Metal Detector, chapel repairs, flooring upgrades in several areas and Nuclear Medicine finish upgrades. These improvements allow the site to remain a viable source of premier health care services available to residents of Westmoreland County. Several operating upgrades were also implemented at **Excelsa Square at Norwin** in fiscal year 2020, including the installation of a new registration window for the Orthopedics and Sports Medicine pod and new sliding doors in the north entrance lobby, plus MRI lighting updates, GFI outlets for all Operating Room and GI areas, and replacement of the walking bridge to the property located on Barnes Lake Road.

The commitment continues to the Latrobe community as Excelsa Health moves forward with an ongoing effort to **modernize Excelsa Latrobe Hospital, Excelsa Square at Latrobe and Excelsa Square at Ligonier campuses**. Projects for fiscal year 2020 included Pharmacy renovations (in progress), Operating Room electrical infrastructure upgrades and repairs, laundry area maintenance and organization (in progress), implementation of Chlorine Dioxide system (in progress), Emergency Generator Remote Stop installation (in progress) and Machine Room 8 Heat Exchanger. Several upgrades to diagnostic and emergency service lines at Excelsa's facilities in the eastern market provide additional access and convenience for individuals seeking care options close to home. Minimally invasive surgery, too, is available at the hospitals of Excelsa Health as well as the outpatient sites at Excelsa Square at Norwin and Laurel Surgical Center.

Excelsa Latrobe Hospital has offered robotic surgery since 2009, with procedures increasing year over year. The da Vinci robotic surgery system, used for minimally invasive procedures, provides for faster patient recovery and the physician's ability to perform cases with greater precision and visibility. In fiscal year 2020, Excelsa Health and the Latrobe Hospital Area Charitable Foundation acquired the latest model of the da Vinci robot, a vital asset for the hospital and community.

With a second robot at Westmoreland Hospital in addition to the da Vinci surgical system at Latrobe Hospital, this form of surgery continues to grow in popularity, with trained general, gynecologic, thoracic and urologic surgeons performing procedures such as hysterectomy; uterine fibroid removal; prostate/prostate cancer surgeries; bladder and kidney surgeries; colorectal and hiatal hernia/esophageal (acid reflux) surgeries; gallbladder and hernia surgeries, and others. The health system has a thoracic surgeon specializing in robotic surgery on its medical staff, thus widening the scope of services for the population.

**Excelsa Frick Hospital** also obtained new equipment and resources for diagnostic and emergency services in fiscal year 2020. Projects for fiscal year 2020 included Gateway Rehabilitation site insulation and heating element installation, relicensing of UPMC infusion space to hospital based, EMS entrance door replacement (in progress), DEP compliance for underground diesel storage tank, Operating Room lighting and electrical infrastructure upgrades and repairs (in progress), and fire alarm system upgrades (in progress). Additionally, Excelsa Health completed **Phase Five of a five-year renovation project** at the Frick Hospital campus in 2019, which has become known as Excelsa Square at Frick. This fifth and final phase included the convergence of Gastroenterology/GI, Excelsa Health Advanced Lung Center and UPMC Hillman Cancer Center at Arnold Palmer Pavilion under one roof. A celebratory open house was held in November 2019 to commemorate the expansion of Excelsa Health's partnership with UPMC Hillman Cancer Center to provide the highest quality standard of cancer care to residents in the southern market. **About 75 individuals** attended the open house. Excelsa Health family medicine, primary care, orthopedics and sports medicine, cardiac, wound, rehabilitation, surgical, pain management, laboratory, imaging, emergency and inpatient services are also housed at the campus to serve the populations of Mount Pleasant, Scottdale, Connellsville and beyond.

To relieve the anxiety that may accompany a hospital stay, particularly one that is unplanned, Excelsa Health is utilizing **Pet Therapy** at its three hospitals and at Excelsa Square at Norwin. From July 1, 2019 to June 30, 2020, 22 dogs and their handlers participated in the program with assignments ranging from visiting in the outpatient waiting areas to bedside visits. They contributed 521 volunteer hours towards the total volunteer hours for the health system. The program continues to expand in an effort to enhance the patient experience further. Research has shown that pet therapy provides various health benefits to patients and others. All dogs in the program are registered as therapy dogs through one of a number of national or regional organizations and must be up-to-date on their own health requirements.

Excelsa Health also offers care across a continuum from prevention and wellness to emergency care, acute care, outpatient care, rehabilitation, home care and hospice, and durable medical equipment (medical supplies).

## REACHING INTO THE COMMUNITY

The health system has garnered much recognition for its efforts on behalf of the “health and well-being” of the public it serves, always striving for excellence as our very name implies. Excelsa Health takes the role of corporate citizen seriously, too, partnering with community organizations to spread the word about various health issues, giving of its time and talents to neighborhood causes, and supporting the efforts of area health-related groups and others whose mission meshes with its own. The following initiatives function as examples of Excelsa’s presence in Westmoreland County and opportunities to address and meet the needs of the priorities listed in the 2019 Community Health Needs Assessment (CHNA).

Excelsa Health engages the community at **multiple festivals, fairs and parades** throughout the year. These family-friendly gatherings, ranging from **100 up to in excess of 25,000 attendees** each year, allow the Excelsa Health team to share their Excelsa pride and remind residents of the primary and specialty care services they can receive right in their backyard as well as the fact that Excelsa accepts all major insurances. Listed below are examples of community activities Excelsa Health participated in for fiscal year 2020, among others:

Name of Event	Description	Attendance/Lives Touched
Latrobe Fourth of July Parade	Community Parade for Latrobe Residents and surrounding communities	5,000+
Mount Pleasant National Night Out	Community Fair (promoting Mount Pleasant EMS, Police and First Responder awareness, education and training for community members)	400
North Huntingdon National Night Out	Community Fair (promoting North Huntingdon EMS, Police and First Responder awareness, education and training for community members)	250
Westmoreland Fair	Community Fair for Westmoreland County	55,000+
Banana Split Festival	Community Festival for City of Latrobe and surrounding communities	5,000+

Penn Township Fall Festival	Community Festival for Residents of Penn Township and surrounding communities	2,500+
Mount Pleasant Glass Festival/Parade	Community Festival for Residents of Mount Pleasant and surrounding communities	25,000+
Hempfield/Greensburg Fire Department Fire Prevention Night	Fire Safety/Prevention Awareness/Education and Training for Residents of Hempfield/Greensburg and surrounding communities	1,000
Fort Ligonier Days	Community Festival for Residents of Ligonier and surrounding communities	12,000+
Irwin Light Up Night	Parade for City of Irwin and surrounding communities	2,000+
Greensburg Holiday Parade	Parade for City of Greensburg and surrounding communities	5,000+
Jeannette Holiday Parade	Parade for City of Jeannette and surrounding communities	10,000+

Westmoreland County includes a high population of senior citizen residents, and health care plays a major role in their everyday lives. These residents have the opportunity to attend a variety of **senior expos and health fairs** sponsored by local political figures and agencies to learn more about health care options in their community. Excelsa Health proudly attends and participates in these events and recruits physicians, direct care team members and staff to share information about Excelsa's quality services and, in some cases, perform blood pressure screenings specific screenings related to their specialty at no cost to the individual. These events have generated popularity within the county over the years and can range from **50 up to in excess of 1,000 attendees** annually.



Listed below are examples of health fairs and expos Excelsa Health participated in for fiscal year 2020, among others:

<b>Name of Event</b>	<b>Description</b>	<b>Attendance/Lives Touched</b>
Representative George Dunbar Senior Expo	Senior Expo held in North Huntingdon	150
Representative Justin Walsh Children's Fair	Health Fair held in Belle Vernon	125
Senator Pat Stefano and Representative Ryan Warner Senior Expo	Senior Expo held in Fayette County	300
Elliott Company Employee Health Fair	Health Fair held in Jeannette	300
Mitsubishi Chemical Employee Health Fair	Health Fair held in Delmont	50
Senator Kim Ward Senior Expo	Senior Expo held in Hempfield Township	900+
Westmoreland County Area on Aging Health and Education Expo	Senior Expo held in Greensburg	806+
Representative Mike Reese Senior Expo	Senior Expo held in Norvelt	375
Westmoreland Manor Wellness Fair	Health Fair held in Greensburg	120
Saint Vincent College Wellness Fair	Health Fair held in Latrobe	50
Excelsa Health Heart Care Fair	Health Fair held at Westmoreland Hospital in Greensburg	100
Hempfield Parks and Recreation Wellness Fair	Health Fair held in Hempfield Township	90

Fabulous Affairs Women's Expo	Health Fair held in Greensburg	1,700+
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Excelsa Health continued its participation in **community walks**. Representatives from Excelsa Health service lines attend and participate in these walks every year to promote the quality, convenient care Excelsa offers, close to home. Hundreds of people across Westmoreland County and surrounding communities register and participate in these walks in support of their promoted causes. Listed below are examples of walks Excelsa Health participated in for fiscal year 2020, among others:

<b>Name of Event</b>	<b>Description</b>	<b>Attendance/Lives Touched</b>
Freedom 5K Walk	Community Walk supporting Heart Health	5,000+
Ray of Hope Walk	Community Walk promoting Suicide Awareness/Prevention and Mental Health Support	320+
Walk to End Alzheimer's	Community Walk promoting Alzheimer's Disease Awareness/Prevention/Support	550+
Westmoreland Walks	Community Walk promoting Breast Health/Breast Cancer Awareness/Support	800+

Excelsa Health offers **educational, physician-led seminars** to members of the community as a way of promoting awareness, prevention and treatment regarding specific health conditions. These educational seminars are often facilitated by Excelsa Health physicians, who specialize in symptom-based health issues. A screening component is sometimes included as part of the seminar presentation, providing attendees an opportunity to discuss health concerns and symptoms and receive a screening from the presenting physician. Follow-up appointments are scheduled for individuals requiring additional medical attention and consultation. Attendance varies depending on interest and level of health concern.

Listed below are examples of physician-led seminars Excelsa Health facilitated and also participated in for fiscal year 2020, among others:

<b>Name of Event</b>	<b>Description</b>	<b>Attendance/Lives Touched</b>
Thankful Hearts Cardiology Seminar	Presentation on Women and Heart Disease for Westmoreland Hospital Auxiliary/Latrobe Area Hospital Aid Society/Excelsa Health Volunteer Services – Held at Excelsa Square at Latrobe	40
Hernia Seminar and Screening	Presentation on Signs/Symptoms/Treatment and Repair of Hernias – Held at Excelsa Square at Latrobe	29 attendees; 26 screenings; 5 follow-up appointments scheduled; 5 completed surgeries
Hernia Seminar and Screening	Presentation on Signs/Symptoms/Treatment and Repair of Hernias – Held at Excelsa Square at Norwin	44 attendees; 36 screenings; 17 follow-up appointments scheduled; 6 completed surgeries; 1 pending surgery scheduled
Overview of Women and Heart Care Seminar	Presentation on Heart Health for Latrobe Area Hospital Aid Society – Held at Excelsa Square at Latrobe	30
Westmoreland Drug and Alcohol Commission Youth Summit Vaping Seminar	Presentation from Physician Director of Excelsa Health’s Center for Lung and Thoracic Disease on Risks/Health Concerns of Vaping Among Students	160

Leap Into Colon Cancer Awareness Month Seminar	Presentation from Excela Health GI and Surgical Specialists physicians on Signs/Symptoms/Treatment of Colon Cancer	9
American Heart Association Fayette/Westmoreland Chapters “Community Conversations” Webinar Series	Presentation on COVID-19 and Heart Disease Connection – Excela Health Interventional Cardiologist Featured as Panel Guest Speaker	42
Is Bunion Pain Affecting Your Quality of Life? Online Seminar	Presentation from Excela Health Orthopedics and Sports Medicine Foot and Ankle Physician Specialist on Signs/Symptoms/Treatment of Bunion Pain and Correction	12 attendees; 2 follow-up appointments scheduled

**Community Wellness and Support Programs/Special Events**

Relationships with strategic, community health and civic partners are essential to public health awareness, education and accessibility. Without partnerships and support of local and regional groups and organizations, Excela Health’s mission and vision only extends to the walls inside of its facilities. Utilizing grassroots outreach efforts, Excela Health is able to disseminate valuable health and wellness information and resources to residents in Westmoreland County, connecting all service areas within the county to health and wellness care opportunities available to them.

The following initiatives are examples of ongoing community wellness and support programs and special events Excela Health facilitated through community partnerships for fiscal year 2020:

1. Excela’s **Mall Walkers** program continued for the ninth year for fiscal year 2020, with **more than 200 individuals** attending each month at Westmoreland Mall, located in Greensburg, Pa. The program features a free health talk from Excela Health physicians and allied health professionals, free health screenings, light breakfast items and a pre-measured walking course with interactive stations at multiple storefronts. Biometric screenings are offered in the beginning and end of the year, so walkers can gauge their health progress in areas such as cholesterol levels, blood pressure and weight/body mass index.

For fiscal year 2020, a **total of 192 biometric screenings were performed**, and screening participation is expected to increase in fiscal year 2021. These screenings are provided by the Excelsa Health Well-Being Center as an in-kind contribution to the community. Due to the Coronavirus pandemic from March to June 2020, the Excelsa Health Mall Walkers program transitioned to an online platform, offering participants quality health and wellness education in the form of interactive video discussions with Excelsa Health physicians, nutritional counseling through healthy cooking demonstrations, and supplemental articles and guides for improving and practicing physical, emotional, mental, and spiritual health and well-being. Total unique viewership participation for April, May and June 2020 videos **amounted to 1,488**.

2. Excelsa's outreach efforts also encompass community seminars and lectures in a variety of schools throughout Westmoreland County. One popular program, **Healthy Habits A-Z**, reaches Excelsa's younger audience with tips and suggestions for living a healthy lifestyle, so good habits can be instilled early in life. The program is designed to teach middle school students how to read a food label, practice healthy nutrition and physical fitness and understand the importance of mental, emotional, and social health and well-being by discussing ways to improve brain and heart health. For the 2019-2020 school year, **six school districts, 44 classrooms and 927 students** participated in the program. Students were provided a pre-test of the material covered to measure current knowledge of program topics; 71 percent was the average pre-education knowledge score. Once the students completed the program, a post-test was issued; the average post-education knowledge score was 83 percent, and the behavioral change goal post-education was 78 percent, shy of the baseline goal of 80 percent due to school closures during the Coronavirus pandemic.
3. To help people gauge their health status, Excelsa Health once again continued to co-sponsor "**Wellness Checks**", a **multiphasic blood analysis** that allows for the detection of many potential health problems at a low cost. Additional screenings were also offered with the program utilizing five to 10 regional locations across Westmoreland County in both the fall (2019) and the spring (2020). Excelsa Health partners with area Rotary and Kiwanis Clubs, Volunteer Fire Departments and others to present the programs. Monies earned in part go to the scholarship funds of the various public organizations. Wellness Checks for fiscal year 2020 **added up to 11 screening events with a total of 757 participants/multiphasic screenings, 269 blood pressure screenings and 15 vaccinations administered**.
4. Excelsa Health has a longstanding partnership with the **American Red Cross** and offers use of campuses for hosting **regional blood drives** in the community. In fiscal year 2020, **seven blood drives** were hosted at Excelsa Health facilities, **179 individuals** presented for blood donation and **141 units of blood** were collected.
5. In 2019, Excelsa Health Latrobe Hospital and Excelsa Square at Latrobe employees teamed up with Derry community businesses to host a **Christmas Food Drive** to provide for families in need within the Derry Area School District.

- The committee, consisting of Excelsa Health nurses and supporting departments as well as the Latrobe Area Hospital Aid Society, collected nonperishable food items to create a Christmas dinner for these families. **About 150 boxes of food donations were delivered** to Derry Area High School, and students retrieved donations, ensuring their families would not go hungry during the holiday season.
6. As part of endeavors to mitigate the socioeconomic burden of the Coronavirus pandemic, Excelsa Health issued a **system-wide fundraiser to support the Westmoreland County Food Bank** in April 2020. Members of the Excelsa Health Leadership team encouraged employees to “give back” and donate to the cause to help those in the local community, especially patients of Excelsa Health, who were struggling financially and seeking food assistance due to unemployment and food insecurity. At the conclusion of the campaign, Excelsa Health **presented a check in the amount of \$80,000** to the Westmoreland County Food Bank to use toward food donations for individuals and families in need.
  7. Excelsa Health Home Care & Hospice introduced a new bereavement care initiative in 2019 called **Neighborhood Kids: Family-Based Grief Support Program**. This program focuses on offering creative outlets for children to express their feelings of grief and loss through art, music and pet therapy. **More than 15 families, with children ages 5 to 19, have expressed interest in participating in the program.** This collaborative effort between Excelsa Health Home Care & Hospice, The Fred Rogers Center for Early Learning and Children’s Media and Seton Hill University continued in 2020 with sessions offered for youths based on age-appropriate activities.
  8. The **Mother’s Milk Bank depository at Excelsa Square at Norwin** remains a valuable resource for mothers and babies in the community. **About 3,396 ounces of breast milk were donated** in fiscal year 2020. The milk bank was not able to accept donations from March to June 2020 due to the Coronavirus pandemic.
  9. The Excelsa Health Diabetes team partnered with the Westmoreland County Lions Club in 2019 to establish an **emergency relief fund for diabetes patients** in the community. Modeling the process from East McKeesport Hospital Foundation, this program aids diabetics with purchasing medications to monitor their A1C levels by providing them with a one-month supply and one refill, allowing the patient to have ample time to apply for additional assistance. Once patients are identified through the Excelsa Health Diabetes Center, they are referred to the East McKeesport Hospital Foundation to complete the request process. A number of individuals were referred in 2019-2020, and the program is expected to grow in 2020-2021.

10. Warm reds, oranges, yellows and shades of pink were in full force once again during Excelsa Health's **A Brush of Hope: A Second Coat breast cancer awareness event** in 2019. Back by popular demand, this fundraising event paired a social time of painting complemented by interactive presentations on the latest advancements in breast health technology. To accommodate a larger audience, the event was separated into two evenings, one extending an invitation to the general public and the second for Excelsa Health employees. Excelsa Health breast specialists and radiologists discussed the importance of 3D mammography and how this technology has revolutionized the way mammograms are read and diagnosed.

Additionally, Magnetic Seed Localization was referenced during the presentation, a program in the process of implementation at Excelsa Health. Excelsa Health nurse navigators also educated attendees on the role of the nurse navigator in the breast health journey and shared insight into the vast amount of resources available to women who are diagnosed with breast cancer. Finally, attendees listened to the account of a local breast cancer survivor and her journey since her treatment started in 2013, all of the joys, pain and everything in between. Attendees walked away with a wealth of information, encouragement to receive their annual mammogram screening and a beautiful portrait painting of a pumpkin, a fall favorite. **A total of 385 attendees** were in the house both evenings.

11. The holiday season can be full of excitement, wonder and delight, but, for many, it is a painful reminder of grief and loss of a loved one. Excelsa Health Home Care & Hospice is dedicated to serving patients and their families with quality hospice care, going above and beyond standard medical care and treatment. Every year, the Home Care & Hospice team hosts a **Hospice Italian Christmas**, a fundraising event celebrating the accomplishments of the team and highlighting a heart-felt testimonial of a patient who was a recipient of hospice care. In 2019, **300 people attended the event**, and the event **generated \$14,600**.
12. Physicians, hospital leaders and personnel, community and civic partners, and students and teachers from across the county flocked to Latrobe Hospital to get a glimpse of the newest upgraded model of the da Vinci Surgical System in January 2020 during the **Meet the Robot open house** event. Attendees were able to see the actual robot that would be utilized at the campus for minimally invasive procedures, plus they were able to test drive the display robot through interactive simulations. **More than 160 individuals participated** in the open house. A worthwhile investment by Excelsa Health and the Latrobe Area Hospital Charitable Foundation, the latest da Vinci robot offers quality precision, expedited recovery and peace of mind to patients in need of surgical services.
13. Cardiovascular disease is one of the top, leading causes of death in the United States, which is why Excelsa Health heavily focuses on heart disease awareness, risk management and prevention, especially in the month of February.

To publicize the expansion of the cardiovascular service line and provide networking opportunities for Excelsa Health physicians and community leaders, Excelsa Health, in conjunction with the Westmoreland Symphony Orchestra, organized **Red Out for Heart Disease** in 2020, inviting Excelsa Health staff and physicians to meet the new and seasoned cardiovascular physicians on staff and hear about how Excelsa Health is changing the landscape of cardiac, lung and vascular care in the community. **More than 900 individuals** attending the symphony portion of the event heard from the chief operating officer of the Excelsa Health Medical Group about Excelsa Health's commitment to advancing heart care in Westmoreland County.

## **Workforce Development**

Understanding the importance of preparing high school students for careers after graduation, Excelsa Health is an active participant in the Westmoreland County Workforce Development initiative. Presentations from Excelsa Health clinical leadership and staff as well as on-campus tours of departments and facilities present a snapshot of the health system's commitment to the next generation of future health care leaders.

1. In fiscal year 2020, Excelsa Health facilitated "**Teacher in the Workforce**" workshops for education personnel in Westmoreland County school districts, as part of the county's overall Workforce Development initiative. This program invites teachers from surrounding school districts to spend the day "shadowing" and hearing from Excelsa Health clinicians in a variety of health care fields. Professionals from Excelsa Health multidisciplinary teams provided group and one-on-one interactions with the teachers along with education preparation, such as technical school and college training, for these careers and others. **About 38 teachers** attended the fall 2019 workshop, and Excelsa Health hopes to accelerate the number of workshop opportunities in the coming months and years. Additionally, representatives from Excelsa Health Laboratory, Radiology and Nursing Education participated in **two Workforce Development career camp sessions** held at a local community college. **Over 800 students participated** each day during the camp.

2. Continuing in the quest to prepare and educate the next generation of future health care leaders, Excelsa Health has partnered with the Westmoreland-Fayette Council of the Boy Scouts of America as part of its **Explorer's Program**. The program introduces high school-aged, co-ed students to various health care careers. The program commenced in October 2019 and continued to February 2020. **More than 40 youths** attended the program from various school districts throughout Westmoreland County, meeting on the third Wednesday of each month. Students chose topics of interest that were presented by health care professionals touching on their day-to-day activities, necessary education, hands-on activities and simulations.



At churches, malls and scores of other venues, for youth, seniors and everyone in between, health-related events are offered. In this manner people have the opportunity to pursue a course of wellness, find needed support, learn about our capabilities and how they can help, or discover suspected or unknown health conditions early on, so treatment can begin, offering the best possible chance for care and cure.

Additional community contacts include programs offered through The Well-Being Center, Excelsa's OBGYN professionals and others. By reaching beyond the traditional walls of its hospitals, as well as understanding the many, varied medical needs of the populations they serve, Excelsa Health can direct care where it is most accessible and most needed.

Excelsa Health also offers numerous health and wellness avenues for its employees with on-site gyms, employee health fairs and more. Across Excelsa Health, to keep individuals healthy and disease-free, considerable attention is paid to wellness through the Well-Being Center, Employee Health and their community programs:

<b>Well-Being Center/Other Community Programs</b>	<b>Monies Expended – Populations Served</b>
To spread the message of wellness and available wellness opportunities free to the public via Excelsa's Well-Being Center, Speaker's Bureau and more	\$251,515
<p>To control the spread of flu by providing flu vaccines for employees and other staff for a healthier population while containing the spread of flu among the health system populations ...</p> <p>Employees, volunteers and contract employees receiving the flu vaccine:</p> <p>Cost absorbed for providing vaccine:</p>	<p>2,669</p> <p>\$67,542</p>
Lives touched through the Well-Being Center professionals and others via diabetes education, pre-natal classes and more	6,504
Cost absorbed for providing biometric screenings to employees	\$107,942

Further, Excelsa Health continues to move beyond its walls to strengthen bonds with its communities and touch lives well beyond those who enter its doors through an active **COMMUNITY OUTREACH PROGRAM**. In these outreach venues, Excelsa Health can bridge the gulf for those who otherwise may not seek care, pursue wellness measures or know where to turn for health information.

Additional resources were expended to accomplish the Excelsa Health mission of *improving the health and well-being of every life we touch* in the following fashion:

<b>Community Outreach Activity/Charitable Giving</b>	<b>Monies Expended - Populations Served</b>
Community health fairs, screenings, education programs	\$498,013
Lives touched through community health/wellness efforts	456,313
Free screenings performed	3,144
Community health publications	\$67,079
Community contributions	\$190,000
Continuing medical education provided through the health system for its medical staff – <b>FOOD NOT PROVIDED ANYMORE</b>	<b>\$0</b>
Tuition reimbursement for employees raising their level of education ultimately benefiting the quality of care delivered	\$710,999
Volunteer hours donated system-wide – <i>number includes volunteers who are inactive/retired</i>	35,619
Hospice volunteer hours donated	4,642
Hospice volunteer mileage tracked as an in-kind donation	14,292
Monies for Camp Focus, providing a summer day camp for school-age children, so mental health treatment, growth and learning can continue during the summer months – <b>camp not held in FY2020</b>	<b>NA</b>
The Employees Charitable Trust Fund: Excelsa Health system employees who, during fiscal year 2020, donated a percentage of their pay to aid fellow employees, community causes and the system’s foundations, dispersed:  -To the Westmoreland Hospital Foundation, designated for the Neonatal Unit and Heart and Vascular Center	\$5,000

- Other external aid	\$36,500
-Internal aid	\$12,000
-Other (accounting, misc.)	<u>\$1,800</u>
Total	\$55,300

It’s all about a call to action. And those actions translate to assuming a purposed leadership role as Excelsa Health seeks to increase access and enhance quality in new and enlightened ways. From its Board of Trustees to professional staff, Excelsa continues to focus its sites on what people need most — the best care possible, as close to home as possible, with the advanced technology and expertise to deliver that care.

### **A Statistical Look at Excelsa Health**

As a fiscally responsible organization, Excelsa Health continues to look at ways to consolidate, integrate and initiate practices and processes that can sustain and enhance the health system now and into the future. As stewards of the public trust, it is Excelsa’s duty to do so, and the impact it creates at this moment will become part of its history spanning more than 120 years.

<b>SYSTEM</b>	<b>FY2020</b>
Licensed Beds	578
Staffed Beds	469
Employees	4,347
Inservice and Hospice Volunteers	435
Auxiliary Members	218
Inpatient Admissions & Observations	28,592
Newborns	1,181
Acute Care Patient Days	92,215

Emergency Room Visits	87,448
OP Registrations	618,791

**Excela Health Service Area**

Excela Health’s service area is comprised of 91 specific zip codes across three counties.

<b>COUNTY</b>	<b>Population Served</b>
Westmoreland	260,692
Fayette	39,222
Indiana	18,284
<i>Total Service Area</i>	<i>318,198</i>

In addition to its hospitals, Excela Health is a sole corporate member of the following organizations located in Westmoreland and parts of Fayette Counties and includes the following nonprofit subsidiaries:

- **Excela Health Home Care & Hospice**
- **CareGivers of Southwestern PA**
- **Westmoreland Hospital Frick Hospital Foundation**, a charitable foundation
- **Latrobe Area Hospital Charitable Foundation**

And its health care-related subsidiaries under the Excela Health Holding Company umbrella:

- **Excela Health Medical Group (formerly called the Excela Health Physician Practices)**  
Encompassing bariatric surgery, behavioral health, cardiology, cardiothoracic surgery, ENT, family medicine, gastroenterology, general surgery, hospitalist program, internal medicine, intensivist program, neurology, OBGYN, occupational medicine, orthopedics and sports medicine, pain medicine, palliative care, physiatry, thoracic surgery and vascular surgery.
- **MedCare Equipment Company**
- **Excela Health Diversified Services**
- **Excela Health Ventures, LLC**

- **Excelsa Health Anesthesia Associates, LLC**
- **Excelsa Health Reciprocal Risk Retention Group**

**WESTMORELAND HOSPITAL**

Over a century ago, Westmoreland Hospital opened its doors to a community in need of medical care and thus began a “healthy” partnership that has not only endured but flourished. More importantly, the community leaders who served as the driving force behind this fledgling hospital set a standard by which all future leaders would be measured, one that embodied the tenets of high quality, cost effectiveness and commitment to excellence in patient care, all close to home.

As a 501 (c)(3) organization located in the heart of Westmoreland County, Pennsylvania, Westmoreland Hospital has sought to abide by those tenets while navigating the waters of industry change, economic downturn and demographic shifts, always with a clear focus on its mission of “*Improving the health and well-being of every life we touch.*”

Today, Westmoreland, with 375 licensed beds, provides a full range of acute care services while serving as a regional referral center, caring for friends, neighbors, family members and others.

<b>WESTMORELAND</b>	<b>FY2020</b>
Patient Admissions	14,383
Observation Cases	3,392
<b><i>Inpatient Admissions/Observations</i></b>	<b><i>17,775</i></b>
Newborns	1,181
Acute Care Patient Days	62,700
Emergency Room Visits	41,563
IP OR Procedures	3,242
OP OR Procedures	6,354
<b><i>Total OR Procedures</i></b>	<b><i>9,596</i></b>
IP GI Procedures	851
OP GI Procedures	3,622

<b>Total GI Procedures</b>	<b>4,473</b>
Total Lab Procedures & Tests	1,546,028
OP Registrations	299,935
OP Imaging Procedures	119,181
Physical Therapy Treatments	201,533

Because Excelsa Westmoreland firmly believes that its mission is inclusive and speaks to its truest sense of community commitment, the hospital and its employees reinvest in the community in the following fashion:

- Absorb bad debt and provide charity and uncompensated care: \$4,081,246
- 229 volunteers donate of their time and talents: 15,479 hours
- Patient education materials: \$28,766

**Family Additions Maternity** offers maternity care in a home-like atmosphere featuring 10 labor-delivery-recovery suites (LDRs) with operating suites for Cesarean or high risk births, a Special Care (Level II) Nursery staffed with a neonatologist and neonatology practitioners, and pediatric care. Services for women planning or considering pregnancy are offered along with gynecological services for women of all ages.

**Behavioral Health Services** features a 32-bed adult inpatient program and outpatient services for adults and children, reaching into the community through a variety of community-based programs. The Crisis Center continues to operate, accommodating individuals with multiple physical and emotional needs through a “Living Room Model” of crisis intervention. The Crisis Center has become a central evaluation and referral service for the community, serving 1,030 individuals in psychiatric crises through the Crisis Center and 1,527 individuals through emergency services in fiscal year 2020.

Additionally, the hospital houses extensive outpatient services including a Short Stay Surgery unit, diabetes services; a full complement of imaging services including fixed-site and open MRI units, a bariatric surgery center, a large, newly renovated critical care unit with state-of-the-art features and an intensivist program (offering 24-hour-a-day, in-house physician specialist coverage in the critical care areas), and emergency care.

The **Westmoreland Hospital Emergency department** continues to see patients from all walks of life and all stages of illness and injury. Within its refurbished space, the department saw 41,563 individuals in fiscal year 2020.

The **Excelsa Advanced Wound Center** continues to help patients with all types of wounds, most notably with hyperbaric oxygen chamber treatment to speed healing in some types of wounds, especially diabetic ulcers. Excelsa Health is the first in the area to do so. Further, the center offers other treatments including topical skin care, wound dressings and medications. For more serious cases, Excelsa Health offers sophisticated solutions, such as “skin substitutes,” to help cover an open wound and reduce healing time and pain.

**Getting to the Heart of the Matter**

*The Heart and Vascular Center at Westmoreland Hospital*

**The Heart and Vascular Institute at Excelsa Health** offers the latest technologies, compassionate care, highly advanced medical expertise reflected in exceptional outcomes, and experience commensurate with high volumes. The Heart and Vascular Institute spans emergency care for quick assessment and treatment of heart attack and related conditions to diagnostic care, interventional cardiology, electrophysiology, cardiothoracic and vascular surgery, a Heart Failure Clinic, an A-Fib Clinic and cardiac/pulmonary rehabilitation.

Of equal importance is the fact that area residents no longer need to travel great distances for top quality, comprehensive heart care, particularly with Westmoreland County holding the dubious distinction of having a higher incidence of heart disease than anywhere else in the state. Here, patients can find care in their own community knowing that Excelsa Health seeks and meets stringent standards of care and quality.

As the centerpiece of Excelsa Health’s system-wide cardiac expertise, this interventional center houses the cardiac catheterization and electrophysiology labs and a 64-slice CT scanner; allows for high-volume open heart surgery (three cardiovascular operating rooms with two dedicated to open heart procedures as well as a 16-bed cardiac care unit, 52 telemetry beds and a dedicated nursing staff); has an imaging department with echocardiography, cardiac CT, cardiac MRI and a vascular lab, and all related technologies along with the experienced medical staff for diagnosis and treatment to ensure high quality and excellent survival rates. With the recruitment of additional interventional cardiologists, Excelsa Health also offers atrial ablation to correct atrial fibrillation (A-fib) and supraventricular tachycardia (SVT).

Procedures performed:

<b>WESTMORELAND</b>	<b>FY2020</b>
Open Heart Surgeries	281
Cardiac Catheterizations	3,006

Electrophysiology Studies	32
Device Implantations	362
Ablations	97
Cardiac Rehabilitation Visits (all sites)	20,056

Additionally, innovative programs have further increased survival rates of individuals experiencing a cardiac event and include:

- **Twelve-Lead EKG Transmission**

A pre-hospital program, 12-lead EKG transmission brings together multiple technologies to aid in patient diagnosis, expedite care and minimize heart damage. This program reduces the time to cardiac intervention significantly, in fact, below state averages, which has improved outcomes for heart attack victims. The goal has been for each patient transported by emergency medical services to skip the Emergency department visit and go directly to the cardiac catheterization laboratory. For the health system’s efforts, they have been recognized by the American Heart Association as a model among the members of its Mission Lifeline Coalition in Pennsylvania.

- **Hypothermic Treatment of Cardiac Arrests**

Patients suffering a cardiac arrest have a high rate of mortality and morbidity. Studies have shown that more than 90 percent of people with cardiac arrest die before they reach a hospital. Studies also have indicated that cooling a patient’s core body temperature improves those odds. Hypothermia therapy, most often begun in the Emergency department, can also be started in a cardiac catheterization laboratory, a critical care or intensive care unit or in the field by emergency medical first responders. Many EMS providers are trained and equipped to initiate hypothermia therapy in the field, including Excelsa Health’s EMS crews at Frick Hospital. Excelsa Westmoreland also supports transparent public reporting of health care quality data and participates in national initiatives such as:

- American College of Cardiology Cath/PCI R
- Society of Thoracic Surgery Registry
- American College of Cardiology ICD Registry
- Center for Medicare and Medicaid
- Hospital Compare ([www.hospitalcompare.hhs.gov](http://www.hospitalcompare.hhs.gov))



Highmark Blue Cross Blue Shield has designated Excela's program as a Blue Distinction Center Plus for Cardiac Care. Excela Westmoreland has also received the American Heart Association "Get With The Guidelines" Heart Failure Quality Achievement Award.

Excela Health achieved Mission: Lifeline STEMI Receiving Center Certification on June 20, 2017 (and continuing) through the ACC/AHA. Patients are also introduced to a comprehensive cardiac rehabilitation program consisting of exercise and education as well as support services and home health care, if needed.

### **We're Expecting You ... Family Additions Maternity at Westmoreland**

Expert care, support and education are the hallmarks of Family Additions Maternity where Excela Westmoreland continues the tradition of providing parents-to-be with a warm, caring environment coupled with state-of-the-art technology. Excela Westmoreland understands that becoming a mom is not just about the birth but the beginning of an incredible journey, one in which they help women and their growing families enjoy the experience while providing care and support that can last a lifetime.

It starts with a range of educational classes, most free, where individuals learn about pregnancy, parenting, care for the new infant and so much more. Prenatal testing is available as is nutritional advice for keeping mother and baby healthy and happy. Birthing classes are offered for mom, the baby's father and even siblings. Grandparenting classes are available when the extended family is more intimately involved.

This award-winning center features 10 well-appointed labor-delivery-recovery (LDRs) suites with all the comforts of home but equipped with the latest technology. There is also a Special Care (Level II) nursery for infants born prematurely, with very low birth weight or other difficulties, providing 'round-the-clock care by certified neonatal nurse practitioners and neonatologists. Pediatricians are also close by to address special newborn needs. Also available are private, postpartum rooms with pull-out beds for dads and operating rooms on the same floor for Cesarean sections, comfortable waiting rooms and a newborn photo service. Bonding with baby begins immediately following delivery through the 24/7 couplet care, which means baby "rooms in", so the nursing team can help prepare the new family for life at home. A celebratory dinner is also offered after baby's birth. Births for fiscal year 2020 reached 1,181.

Recognized as a "Breastfeeding Friendly Workplace" by the Breastfeeding Friendly Workplace Collaborative and the Pennsylvania Breastfeeding Coalition, Excela Health offers the support women need to breastfeed the baby successfully. Lactation consultants are here before delivery with prenatal education and see every mom during the hospital stay. Once mom and baby are home, the lactation consultants are available for consultation.

Excela Health Volunteer Services, along with the maternity unit, instituted a program called the Volunteer Cuddler Program. Volunteer "cuddlers" provide hours of one-on-one attention to infants with Neonatal Abstinence Syndrome within the hospital's Special Care

(Level II) nursery. Babies born with addictions are helped through this proven method of human touching and interaction.

**Family Additions Maternity Now Part of Keystone Scholars**

Keystone Scholars is Pennsylvania’s investment in a baby’s future. Westmoreland County was selected as one of six counties in Pennsylvania to participate in Keystone Scholars. The Pennsylvania Treasury is investing \$100 for every baby born or adopted in Westmoreland County during calendar years 2018, 2019 and 2020 to use for future higher education expenses. A baby with a higher education savings account at birth is three times more likely to pursue education or training after high school and four times more likely to graduate.

Higher education includes community college, vocational and technical schools, two-year colleges, four-year colleges and graduate school programs. Parents have until the baby’s first birthday to claim the \$100 Keystone Scholars investment. Keystone Scholar accounts can be used up until the child turns 29. In 2020, 25.85% of Westmoreland County participated in this program.

**Making Care More Accessible ... Outpatient Care and Community Outreach**

To make health care more accessible to its communities, Excelsa Westmoreland continues to offer services, all with the purpose of keeping its communities healthy.

The Diabetes Center tends to the needs of the county’s diabetic population, which is 12 percent of the total Westmoreland County population. Diabetes education was provided to 569 patients at Westmoreland Hospital, 73 of which received telehealth education during the Coronavirus pandemic. The Diabetes Center also provides education to personal care and group homes, seeing 502 patients in fiscal year 2020.

Other clinics include the Excelsa Health Outpatient Services, outpatient labs and imaging stations (QuikDRAW and QuikDRAW PLUS) and the Short Stay Surgery suite.

Varied procedures totaled:

IP OR Procedures	3,242
OP OR Procedures	6,354
<b>Total OR Procedures</b>	<b>9,596</b>
IP GI Procedures	851
OP GI Procedures	3,622

<b>Total GI Procedures</b>	<b>4,473</b>
Total Lab Procedures & Tests	1,546,028
OP Registrations	299,935
OP Imaging Procedures	119,181

## **FRICK HOSPITAL**

At the start of the 20<sup>th</sup> century, the wheels of progress were turning for the community of Mount Pleasant. With the help of a donation bequeathed by a former resident, a charter for a dispensary was granted and later that same year, in September 1902, a hospital charter was approved. Today, Frick Hospital, a 33-licensed-bed hospital, offers general acute care services, surgical services, rehabilitation services, outpatient services and more. Beyond that, the hospital is staffed with highly trained, home-grown professionals; friends taking care of friends and neighbors with all the understanding and compassion shared experience fosters. The physicians are dedicated to quality and caring in equal measure with a commitment to their community not often seen in more urban areas.

As a founding member of Excelsa Health, Frick expanded health care services to include women’s care services, providing a range of breast health services and bone density scanning as well as an Outpatient Services Center featuring a centralized outpatient registration area with quick, convenient patient registration surrounded by a variety of outpatient testing areas and services, drawing together nuclear medicine, pulmonary function lab, stress lab, EKG, EEG, echocardiography, x-ray, ultrasound and mammography for “one-stop shopping.” Always an object of community pride and community life, Frick Hospital also boasts a nationally recognized Emergency department staffed with board certified emergency medicine physicians. Serving southern Westmoreland and northern Fayette counties, Frick Hospital also offers enhanced surgical services.

With the announcement made in June 2014, Excelsa Health invested more than \$15 million in the Frick community over five years to design an innovative health care delivery system for the northern Fayette and southern Westmoreland county region. The completed project will boast a medical mall concept with lab, imaging and physical therapy services, physician offices, specialty services and extensive renovations. Phase I of this project began with a \$2 million remodel of the Emergency department.

Phases II and III boasted renovations to the lobby area and café, enhanced diagnostics with rapid results and renovations to the second and third floors for medical specialty offices. Phase IV added a combined family medicine practice with the residency program and a new space for an internal medicine practice as well as orthopedics and sports medicine. Phase V was completed in late 2019 and included the convergence of Gastroenterology/GI, UPMC Hillman Cancer Center at Arnold Palmer Pavilion (Excelsa Health joint venture with UPMC for cancer care) and the Excelsa Advanced Lung Center.

This 501(c)(3) hospital has also garnered the Hospital and Healthsystem Association of Pennsylvania Achievement Award for Quality, is a Press Ganey patient satisfaction leader and is among the Top 200 Coding Hospitals named by Ingenix. Like its sister hospitals, Frick readily embraces the mission of “*Improving the health and well-being of every life we touch.*”

<b>FRICK</b>	<b>FY2020</b>
Patient Admissions	1,856
Observation Cases	633
<b><i>Inpatient Admissions/Observations</i></b>	<b>2,489</b>
Acute Care Patient Days	7,287
Emergency Room Visits	20,483
IP OR Procedures	62
OP OR Procedures	2,148
<b><i>Total OR Procedures</i></b>	<b>2,210</b>
IP GI Procedures	133
OP GI Procedures	2,228
<b><i>Total GI Procedures</i></b>	<b>2,361</b>
Total Lab Procedures & Tests	449,036
OP Registrations	105,756
OP Imaging Procedures	44,956
Physical Therapy Treatments	31,412

Because Excelsior Frick Hospital firmly believes that its mission is inclusive and speaks to its truest sense of community commitment, it reinvests in its communities in the following fashion:

- Absorb bad debt and provide charity and uncompensated care: \$1,222,224
- 61 volunteers donate of their time and talents: 8,656 hours
- Patient education materials: \$3,712

Outpatient physical, occupational and specialty therapy services are also available here. Loyal to their community hospital, area residents volunteer to help with the day-to-day tasks that allow the hospital to run smoothly.

Jacob’s Creek Area **Faith in Action is also located at Frick Hospital**, which is one of four sites in Westmoreland County. The group provides volunteer companionship and assistance to help older adults remain in their homes independently and healthfully. The goal of the free program is to bring interfaith, nonprofit and business communities together to enhance the everyday lives of those ages 60 and older. With its parallel mission, hosting Faith in Action seemed a natural fit and Frick has helped to reduce administrative expenses, so more United Way dollars can be used for volunteer support. Services range from transportation to medical appointments and caregiver relief to telephone reassurance and supportive visits. The chapter serves the southern Westmoreland County areas of Alverton, Everson, Mount Pleasant, Scottsdale and other communities.

### **Quality Emergency Care ... the Frick Hospital Emergency Department**

Excelsa Frick’s **Emergency department** has received national recognition over the last several years for achieving excellence in patient satisfaction, ranking as a leader among similar-sized hospitals across the country and serving as a model for the rest of Excelsa Health.

Patients praise the Rapid Entry program that shortens waiting times and the efficiency, warm welcome and excellent care that keeps them coming back to the hospital where everyone knows their names. In fact, the Emergency department saw 20,483 patients in fiscal year 2020.

### **Making Care More Accessible ... Outpatient Care**

To make health care more accessible to its communities, Excelsa Frick Hospital continues to offer **outpatient care** as well as health screenings, health fairs, educational classes, support groups and a vibrant Speakers Bureau.

The Diabetes Center tends to the needs of the county’s diabetic population, which is 12 percent of the total Westmoreland County population. Diabetes education was provided to 142 patients at Frick Hospital in fiscal year 2020.

Other outpatient procedures include:

IP OR Procedures

62

OP OR Procedures	2,148
<b><i>Total OR Procedures</i></b>	<b><i>2,210</i></b>
IP GI Procedures	133
OP GI Procedures	2,228
<b><i>Total GI Procedures</i></b>	<b><i>2,361</i></b>
Total Lab Procedures & Tests	449,036
OP Registrations	105,756
OP Imaging Procedures	44,956

**LATROBE HOSPITAL**

In Latrobe, practicing physicians traveled by horse-drawn buggy at all hours of the day and night through all types of weather conditions to reach the bedside of stricken patients. These dedicated souls not only journeyed far to administer medical care but also blazed the way for a local hospital to be built. That was 1907.

Today, this 170-licensed-bed hospital offers a special blend of concern and compassion, creating a unique experience for patients in Latrobe Hospital, serving the eastern portion of Westmoreland County and southern Indiana County.

Compassionate, expert and high quality care are the traits most profoundly embodied by its physicians, nurses and all health care professionals, inspiring trust and confidence in a lifelong relationship with the hospital. There’s a pride in this place that transcends the changes in health care, ensuring the community’s enduring support and the hospital’s continuing service to patients and their families.

A 501(c)(3) organization, Latrobe provides acute, surgical and specialized care, with:

**LATROBE**

**FY2020**

Patient Admissions	6,071
Observation Cases	2,257
<b><i>Inpatient Admissions/Observations</i></b>	<b>8,328</b>
Acute Care Patient Days	22,228
Emergency Room Visits	25,402
IP OR Procedures	1,265
OP OR Procedures	6,081
<b><i>Total OR Procedures</i></b>	<b>7,346</b>
IP GI Procedures	359
OP GI Procedures	6,506
<b><i>Total GI Procedures</i></b>	<b>6,865</b>
Total Lab Procedures & Tests	979,481
OP Registrations	213,100
OP Imaging Procedures	79,633
Physical Therapy Treatments	107,661

Because Excelsa Latrobe Hospital firmly believes that its mission is inclusive and speaks to its truest sense of community commitment, its employees reinvest in the community in the following fashion:

- Absorb bad debt and provide charity and uncompensated care: \$2,337,569
- 145 volunteers donate of their time and talents: 11,484 hours
- Patient education materials: \$12,142

Fundamental to a healthy community are strong capabilities in internal and family medicine. Latrobe Hospital is home to many primary care physicians who have practiced in the area their entire career, and several are graduates of the health system's Family Medicine Residency Program, affiliated with the Jefferson Medical College of Thomas Jefferson University. As part of the residency program, family medicine residents are strongly encouraged to participate in community health fairs and screenings to build rapport with residents in the

community who may become potential patients within the health system and, possibly, patients of the residents themselves if they choose to stay and practice in Westmoreland County.

With community needs as a focus and with the help of Excelsa's extensive resources, Latrobe has expanded the scope of services beyond the traditional community hospital realm. But at the heart of all Excelsa Latrobe Hospital does is the simple message of its mission ... *"Improving the health and well-being of every life we touch."*

**Minimally invasive surgery**, offering quicker recovery and less discomfort, is fast becoming the norm in many surgical specialties throughout the health system with Latrobe offering a dedicated suite for minimally invasive surgery. The Emergency department has the ability to place a dedicated emergency physician in triage to expedite care for non-threatening emergencies, given that they reach 25,402.

Children and adolescents with emotional and behavioral problems receive counseling, medication and other therapies through **Behavioral Health Services**. The child service includes an 11-bed, acute inpatient program with outpatient services for children, including individual, group and family counseling and medication management. Also provided are school-based mental health services in 31 school buildings in seven districts throughout Westmoreland County.

The Commission on Cancer of the American College of Surgeons once again has granted a three-year **accreditation to the cancer program at Excelsa Latrobe Hospital**. The accreditation recognizes the quality of comprehensive patient care and commitment to providing access to all of the various medical specialties involved in diagnosing and treating cancer. Currently, more than 1,500 Commission on Cancer accredited programs exist in the United States and Puerto Rico that diagnose and/or treat more than 70 percent of all newly diagnosed patients with cancer.

### **EPIC Rehab ... The Step Between Hospital and Home**

Here, specialists work as a team to make activities of daily living possible for people with limited mobility or diminished strength after surgery, stroke or injury. The rehabilitation program is designed to meet each person's specific needs.

Unlike many skilled nursing facilities, EPIC's inpatient rehab level of care provides for three hours of extensive rehabilitation each day, at least five days a week. The most common diagnoses treated include stroke, amputation, multiple trauma, arthritis, hip fractures and neurological disorders such as MS, Parkinson's disease, myopathy and polyneuropathy. Everything learned in therapy is practiced, even during nontherapy hours, so there is carry over from therapy to the patient's daily activities.

Additionally, EPIC also offers: family training to aid the support person; activities of Daily Living Suite where the patient and support person can share an overnight experience in a controlled environment; Neighborhood Way, to aid in community reintegration; and pet therapy



and visitation.

### **The Future of Surgery Today — MIS and the da Vinci Robotic Surgical System**

Physicians at Latrobe are doing more with less ... meaning smaller incisions. Using minimally invasive techniques, specially trained surgeons operate through multiple small incisions rather than the single larger one often associated with traditional surgeries.

These procedures typically result in less pain, scarring and blood loss as well as a shorter recovery time. With the \$1.5 million da Vinci Surgical System used for robotic-assisted surgeries, patients experience less blood loss and postoperative pain, realize a shorter hospital stay and recover faster. The first organization in the region outside of Pittsburgh to offer the da Vinci system, Excela's surgeons can achieve greater precision, better range of motion and increased visibility, often with improved outcomes. Physicians and surgeons use the da Vinci system for general surgery, urology cases and gynecologic procedures at Latrobe. In fiscal year 2020 alone for both facilities, 883 patients (306 at Latrobe Hospital; 577 at Westmoreland Hospital) availed themselves of this advanced surgical technology.

The Women's Care Services located within **Excelsa Square at Latrobe** serves as a comfortable place where women can get answers to health questions regardless of age or income. Here, caring and understanding professionals treat a woman's needs with dignity and respect. A nurse practitioner performs the exam and addresses concerns privately. Members of the Excelsa Health medical staff specializing in obstetrics and gynecology oversee the examination, testing and treatment. During fiscal year 2020, 826 patients visited the family planning clinic and 1,443 visited the prenatal clinic, all of which operate on a sliding scale according to income and family size. Healthy Women visits realized a slight increase for fiscal year 2020, while the family planning visits decreased, likely due to the Coronavirus pandemic. The breakdown is as follows:

Family planning visits:	484
Healthy Women visits:	130
Pre-natal Clinic:	1,443
Gyne Clinic:	212
Pre-natal deliveries:	137

Excelsa Health participates in a Pennsylvania state program called Select Plan for women ages 18 to 44 who qualify for free services. Excelsa Health also offers the Healthy Women plan for women over the age of 21 who are uninsured or underinsured and meet the program's financial guidelines, so they might receive free mammograms and PAP smears. Patients under age 18 also receive free services. These clinics also serve as a clinical teaching site for the Excelsa Health Latrobe Family Medicine Residency Program. First- and second-year residents spend one month each on inpatient services and outpatient clinics.

### **Wellness, Community Outreach and Outpatient Services**

To make health care more accessible to its communities, Excelsa Latrobe Hospital continues to offer services in outpatient settings, including health screenings, health fairs, educational classes, support groups and a vibrant Speakers Bureau. The Diabetes Center tends to

the needs of the county’s diabetic population, which is 12 percent of the total county population. About 143 patients received education at Latrobe Hospital in fiscal year 2020, seven of which received telehealth education during the Coronavirus pandemic.

Additional clinics at both Latrobe Hospital and Excelsa Square at Latrobe include Excelsa Health Outpatient Rehabilitation, outpatient labs and imaging stations (QuikDRAW and QUIKDRAW PLUS), the short procedure suite and outpatient surgery where procedures totaled:

IP OR Procedures	1,265
OP OR Procedures	6,081
<b><i>Total OR Procedures</i></b>	<b><i>7,346</i></b>
IP GI Procedures	359
OP GI Procedures	6,506
<b><i>Total GI Procedures</i></b>	<b><i>6,865</i></b>
Total Lab Procedures & Tests	979,481
OP Registrations	213,100
OP Imaging Procedures	79,633

## **EXCELA HEALTH HOME CARE & HOSPICE**

### **Home Care**

A 501(c)(3) organization providing nursing care, rehabilitation, medical social services, palliative care and hospice care in the home, nursing home, hospital and other varied settings, Excelsa Health Home Care & Hospice tends to patients throughout Westmoreland and surrounding counties.

The home health team has more than 40 years of combined experience working with patients and their families, regardless of their ability to pay. The organization prides itself on getting to know the patient and listening to the individual’s health care concerns. The home health team, consisting of nurses, physical, occupational and speech therapists, medical social workers, home health aides, dietitians, volunteers and others, encourages everyone involved to make each treatment plan a success.

The Excelsa Health Home Care & Hospice Community Liaison continues to develop relationships with skilled nursing facilities, personal care homes, physicians, regional health providers, and the public, serving as a bridge for the hospitalized patient returning to another

care setting and a problem solver for physicians and other care providers. Referrals are made via the physician, nurse, social worker, case manager, a social service agency or insurance company after which a thorough home health assessment is completed. While home health services are covered by many insurance plans, staff works with individuals to answer questions, maximize available coverage and counsel them.

## **Hospice Care**

As one of the oldest, most experienced nonprofit hospice services in Westmoreland County, Excelsa Hospice is committed to providing the highest level of palliative care to patients and families faced with a terminal illness. Excelsa's hospice program is Medicare certified and provided under the approval and supervision of the individual's family physician. Care is coordinated by skilled nursing staff and may include symptom control, pain management and physical, emotional, psychosocial, spiritual and practical support for patients and their families. The team consists of nurses, social workers, home health aides, therapists, bereavement counselors, dietitians, hospice-trained volunteers (numbering 68 giving 4,642 hours of service) and clergy.

Medicare guidelines dictate that hospice-trained volunteers must do five percent or more of the hours done by paid staff. In March 2020, Medicare removed those guidelines due to the Coronavirus pandemic. This regulation is still in effect currently until the end of January 2021. Nationwide hospice volunteers have not been active in hospice again due to the pandemic. Programs do not know how the regulations will be reestablished.

The hospice volunteer program also has an untrained group of volunteers known as "Caring Hands Volunteers" who donate many hours toward making items, such as blankets, activity aprons and patient gowns. Although these hours do not count toward the five percent requirement, they are a valuable donation. During fiscal year 2020, these volunteers donated over 6,729 hours.

Each patient's plan of care is supervised by the hospice medical director and delivered by the hospice team who works closely with the patient and family to give meaningful, end-of-life care and support. Patients and family are encouraged to ask questions and participate actively in the patient's care and treatment, particularly when assistance or reassurance is needed. After the death of a patient, loved ones receive bereavement support for up to 13 months. To enter hospice, patients must choose this service and have a certified prognosis of six months or less from a physician. Most recently, a formalized palliative care component was added focusing on improving a person's quality of life by providing relief from pain and other symptoms while working with the patient to determine goals of care and ensuring those goals are being addressed through treatment.

During the year, Excelsa Health Home Care & Hospice offers programs, in-services and specialized support groups for the public dealing with issues of loss, grief and separation. They include the following:

- Annual Memorial Service

- Annual Grief and the Holidays Seminar
- Bereavement/Grief Support Groups

Additionally, programs focusing on care providers were offered at various times throughout the year. They included:

***Specialized\* Support Groups:***

- Art-Based Support/Art Expression of Grief
- Reiki
- Cancer Bereavement
- Yoga
- Men’s Group
- Scrapbooking

\*All groups are meant to gather grieving individuals with others in similar situations for peer support. All groups are supervised by bereavement counselors with many years of experience.

**Excela Health Home Care and Hospice Specifics:**

Home Health visits:	126,423
Home Health admissions:	6,542
Home Health patients served (unduplicated):	5,548
Hospice admissions:	892
Hospice visits:	24,321
Hospice patients served (unduplicated):	884

Because Excela Health Home Care & Hospice firmly believes that its mission is inclusive and speaks to its truest sense of community commitment, it makes provisions to:

- Absorb bad debt and provide charity and uncompensated care: \$62,811

**Conclusion**

As a health care system with well-established roots in Westmoreland County and beyond, Excela Health continues to move in a healthy direction, addressing the needs of varied populations defined by the community health needs assessment, surveys, demographic information and more. Through a robust slate of educational classes, health screenings and outreach endeavors, coupled with the advancement of high levels of clinical care and the retention/recruitment of new talent bringing expertise to our region, Excela Health can stay the course of directing care where it is most accessible and appropriate. Further, uncompensated care is rendered, so segmented populations are not denied fundamental access to needed treatment.

As Excela’s name implies, excellence, at all levels of care in all venues, is not only a goal but a health care way of life, one that *“improves the health and well-being of every life we touch.”*

